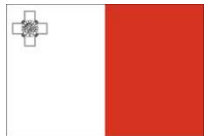


Mid-term evaluation of Operational Programmes I & II Cohesion Policy 2007-2013

Presentation to Monitoring Committee (OP II)
27th May 2010



Operational Programme II – Cohesion Policy 2007-2013
Empowering People for More Jobs and a Better Quality of Life
Event part-financed by the European Union
European Social Fund (ESF)
Co-financing rate: 85% EU Funds; 15% National Funds



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The purpose of a mid-term evaluation

- Article 47(1) of Council Regulation 1083/2006 states:
 - *“Improve the quality, effectiveness and consistency of the assistance from the Funds and the strategy and implementation of operational programmes with respect to the specific structural problems affecting the Member States ..., while taking account of the objective of sustainable development and of the relevant Community legislation concerning environmental impact and strategic environmental assessment”*
- Article 47(2) also:
 - distinguishes between evaluations of a strategic nature and those of an operational nature
 - Moreover, evaluations such as the mid-term evaluation aim *“to support the monitoring of an Operational Programme”*

The purpose of a mid-term evaluation (cont)

- Article 48(3) states that:
 - *“During the programming period, Member States shall carry out evaluations linked to the monitoring of operational programmes in particular where that monitoring reveals a significant departure from the goals initially set or where proposals are made for the revision of operational programmes, as referred to in Article 33”*



In a nutshell

- Ultimately, the overall aim is to:
 - ask and answer questions that are useful to stakeholders with a view to improving policies over time (ex ante, mid-term, ad hoc, ex post)
 - improving management and delivery – ‘mid-term course correction’
 - more importantly, a common overarching goal of the mid-term evaluation is:
 - *“to learn through systematic enquiry how to better design, implement and deliver public programmes and policies”*

Source: “Evalsed: The resource for the evaluation of Socio-Economic Development”

... it is NOT AN AUDIT!

Terms of reference

- Objectives of this MTE:
 - to provide an independent review with respect to the progress attained towards the key objectives of the Operational Programmes under review
 - to report on the likely achievement of the objectives, relevance, efficiency and effectiveness of the Programmes in the light of the progress or status of the implementation as at the agreed cut-off date – 30th April 2010
 - to put forward recommendations, in terms of effectiveness and efficiency, aimed at increasing the likelihood of the achievement of the Programmes' objectives during the second half of the programming period
 - to review the progress of implementation of the Communication Plan for Malta's Operational Programmes



Evaluation criteria

- **Relevance of objectives:**
 - the relevance of the intervention level objectives, priorities and intervention areas in the current socio-economic and/or environmental context in Malta. This aspect of the evaluation will examine whether the objectives of the interventions are geared at addressing and acting as an appropriate solution to the real needs.
- **Effectiveness**
 - whether the outputs and results achieved at programme level indicate progress towards attainment of the strategic, specific and operational targets set out



Evaluation criteria (cont)

- **Efficiency:**
 - whether the transformation of funds into outputs is efficient. This aspect of the analysis will also encompass an analysis of Budget allocation and Budget utilisation



Key questions to be answered

- **Relevance:**

- An analysis of the current socio-economic situation and how this differs from the one on which the Programme is based?
- What internal and external factors have influenced implementation on the ground and the ability to meet projected targets, including financial?
- Is the Programmes' design adequate to address the problem(s) at hand and is there a need for change?
- Is there a balance between policies and the activities being co-financed?

Key questions to be answered (cont)

- **Effectiveness:**

- To what extent have the objectives, as set out at project level been achieved or are likely to be achieved?
- Have the interventions and instruments used, produced or are likely to produce the expected effects? Were the interventions the appropriate means to reach the set objectives?
- What are the reasons for the likely achievement or non-achievement of the objectives?
- What can be done to make the Programme/s more effective?
- Have the Programmes generated any output results that could indicate that the assistance is likely to have an impact on the operation's target group? The influence of external factors from outside the project should also be taken into consideration.



Key questions to be answered (cont)

- **Efficiency:**

- Are the Programmes being managed with reasonable regard for efficiency?
- Is there a balance between the different entities involved in the management of the Programmes and their obligatory tasks?
- Are there entities which need more / less resources than those allocated?
- Could more of the same results have been produced with the same resources?



The KPMG evaluation team

- KPMG have put together a team of both local and foreign professionals, from their Malta and Hungary practices, to carry out the MTE
- Key expert (and lead evaluator) - the engagement will be lead by Mark Bamber, Partner, Advisory Services
- Project manager - The role of project manager will be carried out by Jan Grech, Associate Director, Advisory Services
- The core team will be supported by other advisory services professionals from both practices

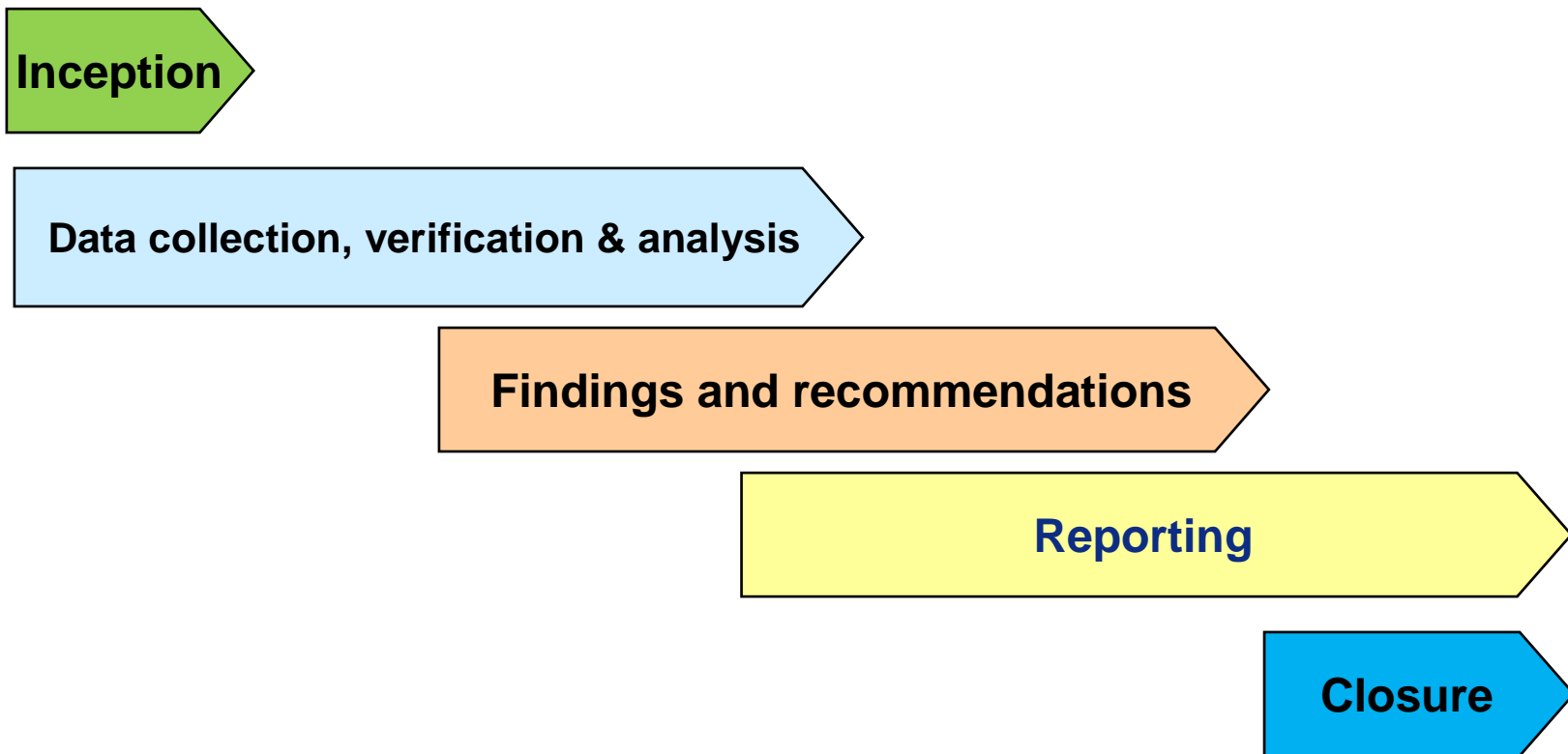


What the project looks like

- Key deliverables:
 - Inception Report (draft submitted on the 7th May 2010)
 - 3 Evaluation reports:
 - OP I
 - OP II
 - Overall evaluation report including Communications Plan
 - Final Implementation Report intended to capture lessons learned from the experience

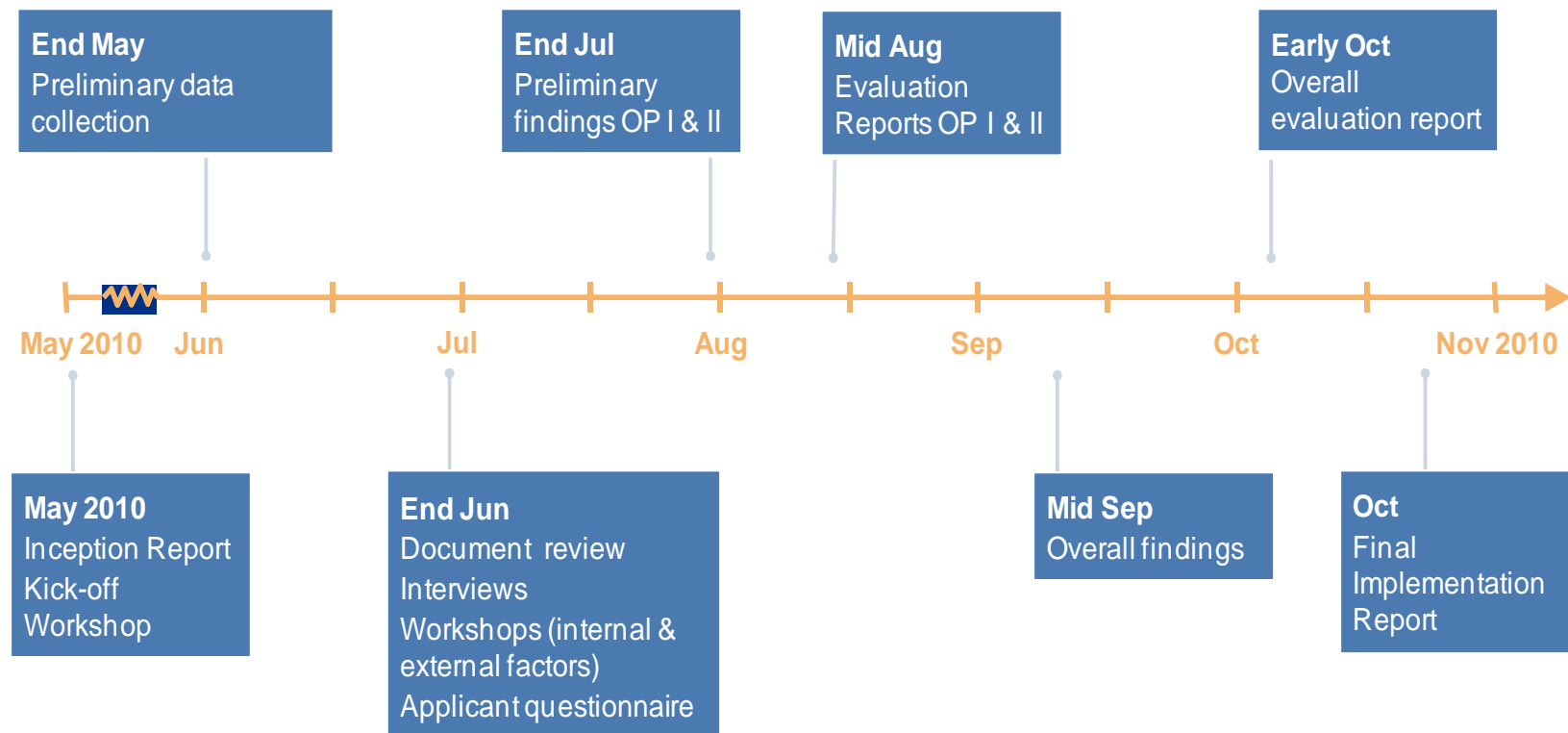
What the project looks like (cont)

- The project has been organised in 5 phases:



What the project looks like (cont)

- Project timeline



What the project looks like (cont)

- KPMG intend to use various techniques in order to obtain the insight and information necessary to carry out the evaluation including:
 - Document review
 - On-line questionnaires
 - One to one interviews
 - Workshops / Focus Group sessions
 - “Focus in” on a sample of selected projects



Thank you!



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